

1976
Proctor

CENTRAL INTELLIGENCE AGENCY
WASHINGTON, D.C. 20505

27 July 1976

Mr. Mortimer M. Caplin
Chairman of the Board
National Civil Service League
917 15th Street, N. W.
Washington, D. C. 20005

Dear Mr. Caplin:

It is my great pleasure to nominate Dr. Edward W. Proctor for the National Civil Service League's Career Service Award.

As CIA's Deputy Director for Intelligence, Dr. Proctor had the key role in our government with regard to foreign intelligence analysis. He was the leader of those who produce the reports and assessments of events abroad which are vital to the nation's decision makers. The ever increasing demand for timely analyses in a rapidly changing atmosphere has been a challenge which Dr. Proctor has met with courage and unique ability. He has capped a career as a formidable intelligence analyst by becoming a master of the business of managing intelligence analysis and now serves on special assignment for me.

I nominate Dr. Edward W. Proctor with the sincere belief that his career accomplishments are deserving of the recognition which the League's Awards Program provides and that his selection would serve to strengthen the public service by highlighting the true value and contributions of the intelligence profession.

Sincerely,

[Redacted Signature]

George Bush
Director

STATINTL

Enclosures



SUMMARY

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Name, Title & Grade : Dr. Edward W. Proctor
Intelligence Officer, EP-05

Business Address : Central Intelligence Agency
Washington, D. C. 20505

Residence Address :

Education & Degree : Brown University, AB Economics
AM Economics
Harvard University, PhD Economics

Length of Service : 23 years

Date & Place of Birth: 30 December 1920, Providence, Rhode Island

Edward W. Proctor, who headed the CIA's Directorate of Intelligence until recently and now serves on special assignment for the Director of Central Intelligence, has fairly been described as our government's senior foreign intelligence analyst. This characterization reflected his responsibilities to manage that part of the Agency which produces the reports and assessments of events abroad and to be the ultimate responsible officer when the President, the National Security Council, or for that matter the Congress asked what was going on overseas.

Mr. Proctor began his Agency career in 1953 as an intelligence analyst in the Office of Research and Reports. In short order, he was assigned to increasingly responsible positions within ORR, spearheading the organization and management of several components, created to develop integrated intelligence analyses of the Soviet Union's strategic weapons program--a program which represented an increasing threat because of Russia's growing ability to apply rocket and space technology to the delivery of nuclear weapons.

In so doing, Mr. Proctor played a key role in the successful determination by the United States of the true state of Soviet strategic capabilities, thereby resolving the "missile gap" problem. More important, this hard-won knowledge of Russian strength became critically significant during the Cuban missile crisis when our leaders were forced to confront the Soviet Union with the possibility of a nuclear exchange.

In July 1965 Mr. Proctor was named as one of the select few senior intelligence officers who served on the Board of National Estimates. His tour on the Board, however, was brief. Within a year he was called to be Assistant Deputy Director for Intelligence and only five years later was elevated to be head of the Directorate.

To understand the significance of Mr. Proctor's achievements as "the DDI," it is important to note how much the intelligence profession has had to change since he assumed the role of Assistant Deputy Director. In the years since 1966, the sweep of international events has altered radically the intelligence needs of the U. S. Government and the demands placed upon the Intelligence Community. At CIA, though our concern with the military capabilities of the major Communist countries has not lessened, we have had to develop the capacity to provide intelligence support on a much wider range of equally complex problems.

To cope with this vastly increased demand for intelligence analyses, the Intelligence Directorate of CIA had to grow--not in size--but in sophistication. It had to expand its capabilities to answer the new questions the President and his senior advisors were asking, chiefly through the expanded and highly energized National Security Council Staff under the direction of Dr. Kissinger. It also had to meet an increasing demand from the Congress for sound and reliable analysis of the full range of foreign affairs with which that branch of government is also so deeply involved. It was in meeting these challenges, and in refashioning the Intelligence Directorate to meet its new responsibilities, that Mr. Proctor completed his career transition from being one of our most formidable intelligence analysts to becoming a master of the business of managing intelligence analysis and spurring the application of innovative techniques and methods to improve the quality of the intelligence product.

When one confronts the task of summing up the career of this exceptional civil servant and his significant contributions to the intelligence profession, two things come to mind. First is the managerial ability which he demonstrated in reorganizing and revitalizing the extremely complex institution he headed. As his distinguished predecessors showed, it takes a big man to run the Intelligence Directorate; but it took an even bigger one to change it.

Second, and perhaps ultimately more important, is the record of intellectual excellence and personal integrity which Ed Proctor has established in his 23 years of service with the Agency. In the hidden world of intelligence analysis, what matters most is rigorous mental effort, an ability to articulate one's findings with utmost clarity, and the courage to communicate them--even when the news is bad. Edward W. Proctor, by his success in these difficult arts, has established a new model for his fellow professionals.

Submitted by:

[Redacted Signature]

George Bush
Director of Central Intelligence

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NOMINATION STATEMENT OF DR. EDWARD W. PROCTOR
FOR THE CAREER SERVICE AWARD

Early each morning, a special publication is hand carried to the White House. This document brings the President of the United States up to date on the latest events abroad and on the Intelligence Community's assessments of what these events mean for the United States.

Each morning the Secretaries of State, Defense, and Treasury, the Joint Chiefs of Staff, and a limited number of other senior officers find on their desks the National Intelligence Daily, a journal reporting the latest developments in foreign countries--political, economic, military, scientific--and their significance for our national security.

At each National Security Council meeting, the Director of Central Intelligence briefs the Council on the intelligence background of the situation it is considering.

These activities are the most visible and among the most vital products of CIA's Directorate of Intelligence. They typify the central role it plays in our national security apparatus, and the central role that Dr. Edward W. Proctor played as the man who until recently headed this Directorate.

Mr. Proctor has fairly been described as our government's senior foreign intelligence analyst. For--both as the manager of that part of the Agency which provides the end product of the intelligence business and as a highly regarded judge of international affairs in his own right--it was Ed Proctor who answered when the President, or the National Security Council, or for that matter the Congress asked what was going on overseas.

How long can the uneasy peace in the Middle East be maintained? What is the state of Brezhnev's health? What is happening to the Italian balance-of-payments? Is world oil consumption rising or falling? How strong are the Soviet ground forces in Eastern Europe? What is the present depth of the Suez Canal? How will world food supply and population balance off a decade hence? Who is who in the Can the Argentine government control terrorism?

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Providing timely answers to such questions as these was the routine part of Mr. Proctor's job. To do it, he had to combine the skills of a corporate chieftain in managing a highly complex production organization and the capabilities of a university president in mastering the intellectual disciplines involved. But it is when some international crisis intrudes on this routine that the capabilities of a Deputy Director for Intelligence are truly tested. For it is in these situations--when the tension builds and the time is short--that he must show the mastery of his arcane profession and the courage of his convictions to say--to the Director of Central Intelligence or to the President himself: "I think this is what's going to happen."

It is because Mr. Proctor bore these responsibilities that he has been called the government's senior foreign intelligence analyst. It is because he has succeeded so eminently in carrying these burdens that he is nominated for this high honor.

Mr. Proctor was born on 30 December 1920 in Providence, Rhode Island. He married Lois Elaine Pollen of Philadelphia; they have two children, Suzanne and David.

In June 1942, Mr. Proctor received a BA in Economics with highest honors from Brown University. He is a member of Phi Beta Kappa. After working a few months as a statistical clerk in the War Department, he entered the Army in late 1942 and served until he was discharged in 1945 as a Technical Sergeant.

He then completed an MA in Economics at Brown and continued on to Harvard, where he received a PhD in Economics. While working on his advanced degrees, he served as an Economics Instructor at Brown and a Teaching Fellow at Harvard. In 1950 he was appointed Assistant Professor of Economics at Penn State University where he taught economics and statistics until joining the Central Intelligence Agency in 1953.

Mr. Proctor began his Agency career as an intelligence analyst in the Office of Research and Reports. In short order, he was assigned to increasingly responsible positions within ORR, becoming a division chief, then Chief of the Guided Missile Task Force, and eventually Chief of the Military-Economic Research Area.

During the late 1950's and early 1960's he spearheaded the organization and management of several Agency components created to develop integrated intelligence analyses of the Soviet Union's strategic weapons program--a program which represented an increasing threat because of Russia's growing ability to apply rocket and space technology to the delivery of nuclear weapons.

More specifically, in 1960 Mr. Proctor was designated Chief of the Ad Hoc Task Force on the Production and Deployment of Soviet Long-Range Missiles. In undertaking this assignment, Mr. Proctor rapidly established program objectives, defined responsibilities within the Task Force, and developed an excellent esprit de corps. In the early days of its operation the Task Force was obliged to exploit, intensively and systematically, the very limited amount of information available and, in addition, was required to develop new analytical approaches to the questions at hand. This team research effort was carried out so successfully that its findings and, somewhat later, those of his Military-Economic Area analysts, became the underlying research documents for the National Intelligence Estimates on Soviet long-range attack capabilities.

In so doing, Mr. Proctor played a key role in the successful determination by the United States of the true state of Soviet strategic missile forces, thereby finally resolving the "missile gap" problem. As a consequence, during the "Cuban missile crisis" of 1962 these estimates of Soviet strength provided a firm underpinning for the confidence with which the United States was able to confront the USSR.

In July 1965 Mr. Proctor was named as one of the select few senior intelligence officers who served on the Board of National Estimates. Here he was responsible for the most important question of them all, the assessment of Soviet strategic strength. His tour on the Board, however, was brief. Within a year he was called to be Assistant Deputy Director for Intelligence and only five years later was elevated to be head of the Directorate.

To understand the significance of Mr. Proctor's achievements as "the DDI," it is important to note how much the intelligence profession had to change after he assumed the role of Assistant Deputy Director. In the years since 1966, the sweep of international events has altered radically the intelligence needs of the U. S. Government and the demands placed upon the Intelligence Community. At CIA, though our concern with the military capabilities of the major Communist countries has not lessened, we have had to develop the capacity to provide intelligence support on a much wider range of equally complex problems. To name but a few, these have included the war in Indochina, the intense political--and periodically military--conflict in the Mid-East, the historic changes taking place in international finance, the growing tension over oil and other precious resources, and the emergence of the so-called "third world" nations as a power with which the U. S. must contend.

To cope with this vastly increased demand for intelligence analyses, the Intelligence Directorate of CIA had to grow--not in size--but in sophistication. It had to expand its capabilities to answer the new questions the President and his senior advisors were asking, chiefly through the expanded and highly energized National Security Council Staff under the direction of Dr. Kissinger. It was in meeting this challenge, refashioning the Intelligence Directorate to meet its new responsibilities, that Mr. Proctor demonstrated his mastery of the business of managing intelligence analysis.

The task required the hiring and cultivation of exceptionally capable personnel. It demanded reorganization of some of the established Offices of the Intelligence Directorate and the creation of new ones. Most of all, it required the supervisory skills and personal example to force the Directorate's corps of intelligence analysts into thinking in new ways about new problems.

This revolution is still being accomplished, but the monuments to Mr. Proctor's leadership are evident. A new Office of Political Research has been found to provide long-range insight into the foreign policy problems the U. S. will have to confront in the years ahead. A Strategic Evaluation Center has been established in the Directorate's military intelligence office to bring a new focus to bear on the increasingly complex balance of forces between East and West in an era of strategic arms negotiations and balanced force reductions.

Throughout every office of the Intelligence Directorate, Mr. Proctor nurtured the development of more sophisticated analytical techniques, borrowing new methods developed in the academic world and harnessing the power of the computer to thinking about international affairs. For example, in the Offices of Current Intelligence and Economic Research, staffs were created whose chief function is to insure that analysts are trained to use the latest techniques of data interpretation, statistical manipulation, model building and analytical methodology.

For many years, one of the most severe limitations on an analyst's capacity has been his inability--because of a lack of time and space--to make use of all the reference material that could be brought to bear on solving an intelligence problem. Today, because of Mr. Proctor's efforts, the Agency is engaged in a bold effort to make the complete range of intelligence information relevant to an analyst's work available to him--at his desk--instantaneously. The project is in its early stages and, as no one in the information-handling world--in or out of government--has attempted an undertaking of this complexity, it is not

certain that it will succeed. It is no surprise to those who know him, however, that a project requiring such imagination and a commitment to excellence should have been initiated under the leadership of Mr. Proctor.

When one confronts the task of summing up the career of this exceptional civil servant--a career that is now leading to even more impressive achievements--two things leap to mind. First is the managerial ability which he demonstrated in reorganizing and revitalizing the extremely complex institution he headed. As his distinguished predecessors showed, it takes a big man to run the Intelligence Directorate; but it took an even bigger one to change it.

Second, and perhaps ultimately more important, is the record of intellectual excellence and personal integrity which Ed Proctor has established in his 23 years of service with the Agency. In the hidden world of intelligence analysis, what matters most is rigorous mental effort, an ability to articulate one's findings with utmost clarity, and the courage to communicate them--even when the news is bad. Edward W. Proctor, by his success in these difficult arts, has established a new model for his fellow professionals.

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THE WASHINGTON POST

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Tuesday, October 19, 1976

MIKE CAUSEY

VIPs Spread the Word

The skies over America this week are filled with airplanes carrying top government officials and appointees hurtling past one another at subsonic speeds on a round of pre-election speech dates.

Official Washington was so devoid of VIPs yesterday that practically anybody could have gotten a seat at Sans Souci for lunch. Most members of the President's cabinet were elsewhere performing official duties and making speeches that they hope will win votes for their leader so they can remain members of the President's cabinet. The most prominent—and one of the only—VIP stay-at-homes Monday was Dr. Henry Kissinger, of all people.

In addition to Cabinet officials, hundreds of upper level executive branch

The Federal Diary

political appointees were on the speech-circuit yesterday, making it very likely that there are more appointed politicians out hustling votes than those are elected (members of Congress) officials.

Lest this list of absentees be deemed a partisan jab, it should be pointed out that Presidents Nixon and Johnson (and all others) have used the full resources of the U.S. government, including taxpayer-financed airline tickets, to help bring some of Washington's wisdom to the provinces before election day.

It would be hard to find a major city in the U.S. that has not—or will not—enjoy a visit this week from some top political appointee who, hopefully, is worth a few columns of newspaper space or several minutes of precious television time.

Transportation to meetings that are clearly political in nature or for appearances at fund-raisers is paid for by the Republican National Committee. Many of the meetings and speech sessions fall into the gray area of being both official business and also brownie point winners for the White House. In those cases, as with past administrations, the taxpayers usually wind up footing the bills for travel.

For instance, look who wasn't coming home to dinner last night:

Housing and Urban Development Secretary Carla Hills, in Phoenix for a speech . . . **Interior Secretary Thomas Kleppe**, racing from Cincinnati to Boston to New York . . . **Labor Secretary W. J. Usery**, in town, but resting up (at work) from a jaunt last week that ended with a talk before the Mexican American Labor Council in Los Angeles.

HEW Secretary David Mathews speaking in North Carolina, then St. Louis . . . **Transportation Secretary William Coleman** in not-so-far-away Philadelphia and Treasury Secretary **William Simon** on a whirlwind trip that will keep him away until Thursday . . . **Commerce Secretary Elliot Richardson** was in Tampa to talk to the Bar Association, then across the bay to St. Petersburg for a Chamber of Commerce speech then on to Philadelphia (he just missed DOT's Coleman for a session today and then on to New York state for some fund-raising talks and so on and so on . . .

Besides the flight of the VIPs, hundreds of lesser known officials are filling in for their bosses at meetings with labor groups, business clubs, religious and fraternal organizations and the like. Much of it is legitimate government business and much of it is also coincidentally, politics.

The series of road shows end Nov.

2. **National Civil Service League** has picked 10 top federal workers as winners of its prestigious career service awards. They are: **William B. Morrison**, Public Building Service; **Irving Wender**, Pittsburgh Energy Research Center; **Odell W. Vaughn**, Veterans Administration; **Ruth Margaret Davis**, National Bureau of Standards; **Irene K. Fischer**, Defense Mapping Agency; **Daniel M. Friedman**, deputy solicitor general; **Richard R. Hite**, Interior; **Robert F. Keller**, General Accounting Office; **Christopher C. Kraft Jr.**, Space Agency and **John R. McGuire**, U.S. Forest Service.

Three special awards for outstanding service will be given to former astronaut **Michael Collins**; Securities and Exchange Commission's **Stanley Sporkin** and **Charles F. Hall** of the Space Agency.

Federal Executives League: The FEL has canceled the Wednesday dinner meeting it had planned for Ft. McNair. Members will be notified of the new time and place later on.

Freezing Offices: Navy Yard complex workers say things are cold and miserable at the office. Several callers Monday said the inside temperature was 58 degrees (it was then 47 outside according to the Weather Bureau) where they were trying to give the taxpayers a full day's work.

The government does have a formula for releasing employees when the temperature and humidity get too high, but nothing is on the books about cold offices. Usually the heating problems don't last long if the share the same problems.

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National Civil Service League

1976

CAREER SERVICE AWARDS PROGRAM

- recognizes career public employees for significant contributions
- encourages excellence in government service
- promotes public appreciation of quality in government
- stimulates able youth to choose government careers

917 15th St., N.W., Washington, D.C.

Nomination Forms

CAREER SERVICE AWARD

is hereby nominated for the
National Civil Service League
Career Service Award.

Signature of Agency Head

Date

please attach to nomination

SPECIAL ACHIEVEMENT AWARD

is hereby nominated for the
National Civil Service League
Special Achievement Award.

Signature of Agency Head

Date

please attach to nomination

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